



# Joint Capabilities Integration and Development System (JCIDS)

## A Primer

### 19 Oct 2012

- Sources:
- CJCSI 3170.01H, 10 Jan 2012
  - CJCSI 5123.01F, 10 Jan 2012
  - JCIDS Manual, 19 Jan 2012 & errata 20 Sep 2012
  - Joint Staff, J-8
  - Joint Staff, J-6

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# Developing Requirements

- The Requirements Environment
- Capabilities-Based Process
- Identifying Capability Requirements
- JCIDS Interaction With the Acquisition Process
- Oversight, Review and Validation of JCIDS Documents
- Rapid Response Lanes
- Guiding Principles and Challenges



# The Requirements Environment

## Finding the balance between:

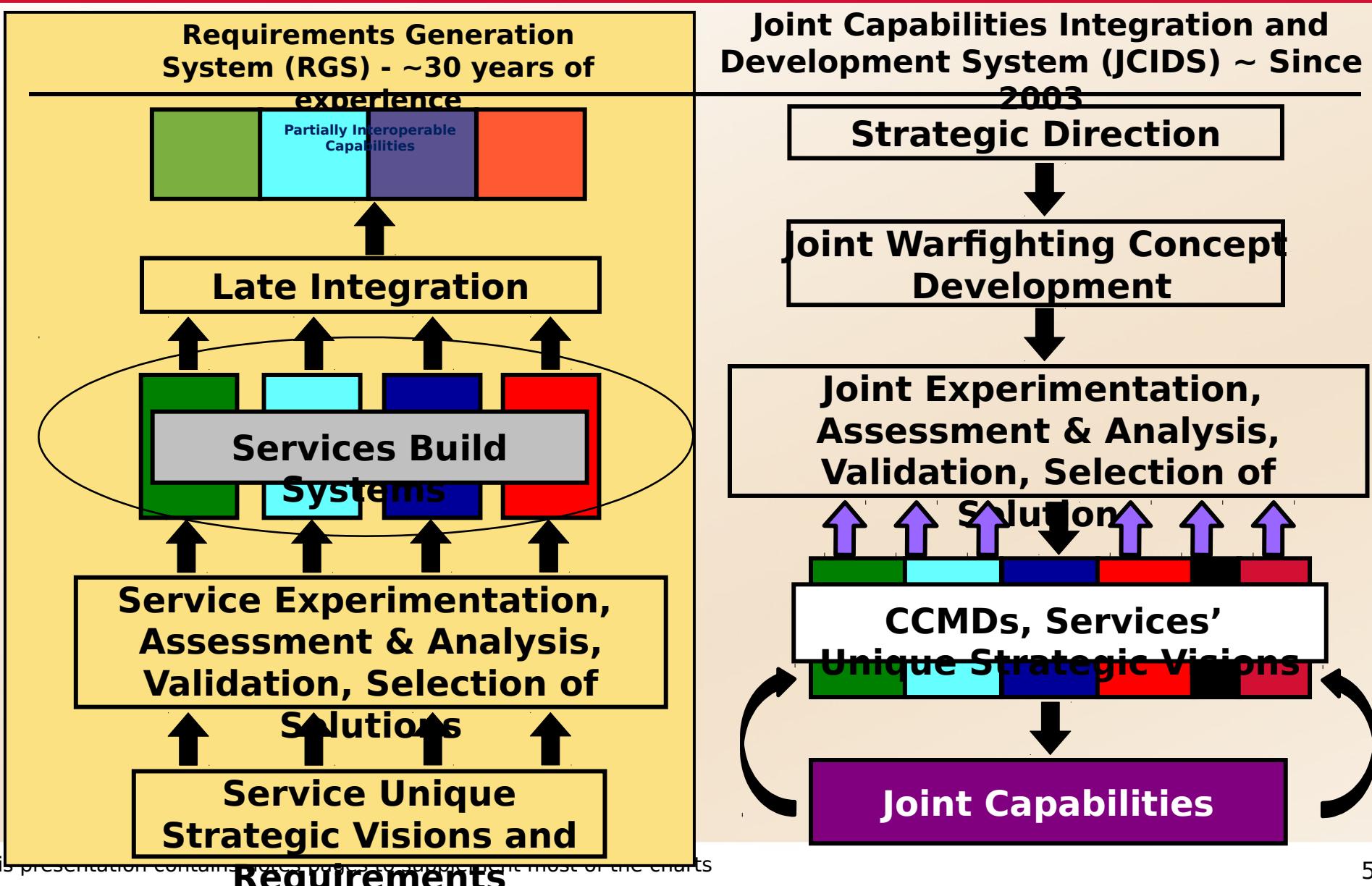
Combatant Command (CCMD) near-term requirements to support Contingency Plans and current missions	and	Services' long range vision & investment plans
Versatile, joint systems	and	Systems optimized for service missions
Growing demands	and	Fiscal & political constraints
Geographic specificity	and	Worldwide applicability
Ambitious requirements	and	Achievable acquisition strategy
Quantity matters	and	High-end capabilities



# Joint Capabilities Integration and Development System (JCIDS)

- The Goal of JCIDS is to...
  - Provide the Joint Force with the capabilities needed to perform across the full range of military operations and challenges
  - Support the JROC in its Title 10 responsibilities
    - Cost, schedule, performance trades
    - Prioritizing joint military requirements in shaping the force
- Supported by...
  - Integrated, collaborative review process
  - Leveraged expertise of all government agencies

**JCIDS along with the Defense Acquisition System and the Planning, Programming, Budgeting and Execution processes form the principal DOD decision support processes for developing capabilities required by the military forces to support the national military strategy and the defense strategy**



## Strategic Guidance And Desired Effects

### Strategic Guidance

- National Security Strategy
- National Defense Strategy
- National Military Strategy
- Quadrennial Defense Review (QDR) Report
- Guidance for Employment of the Force (GEF)
- Defense Planning Guidance

(DPG)

### Force Management

### Support for Strategic Analysis (SASA)

(O)

- Integrated Security Constructs
- Multi-Service Force Deployment
- Operational Availability Studies
- Global Force Management

### Joint Concepts (J7)

- JCSI 3010.02C
- Joint Concepts
- Joint Concept Development & Experimentation (JCDE) Process Guide
- JCDE Campaign Plan

### CBP

### Adaptive Planning

### JCIDS (J8)

- CJCSI 3170.01/JCIDS Manual
- JROC Validation and Approval of JCIDS Documents
- Joint Capabilities Boards
- Functional Capabilities Boards
- Evaluation of CCMD Needs

(lessons learned, joint urgent needs, integrated

Priority Lists (IPLs), Areas of

### DoD 5000 (OSD)

- Defense Acquisition Boards
- Materiel Development Decision
- Milestone Decisions
- Acquisition Decision Memos
- Root Cause Analysis
- Selected Acquisition

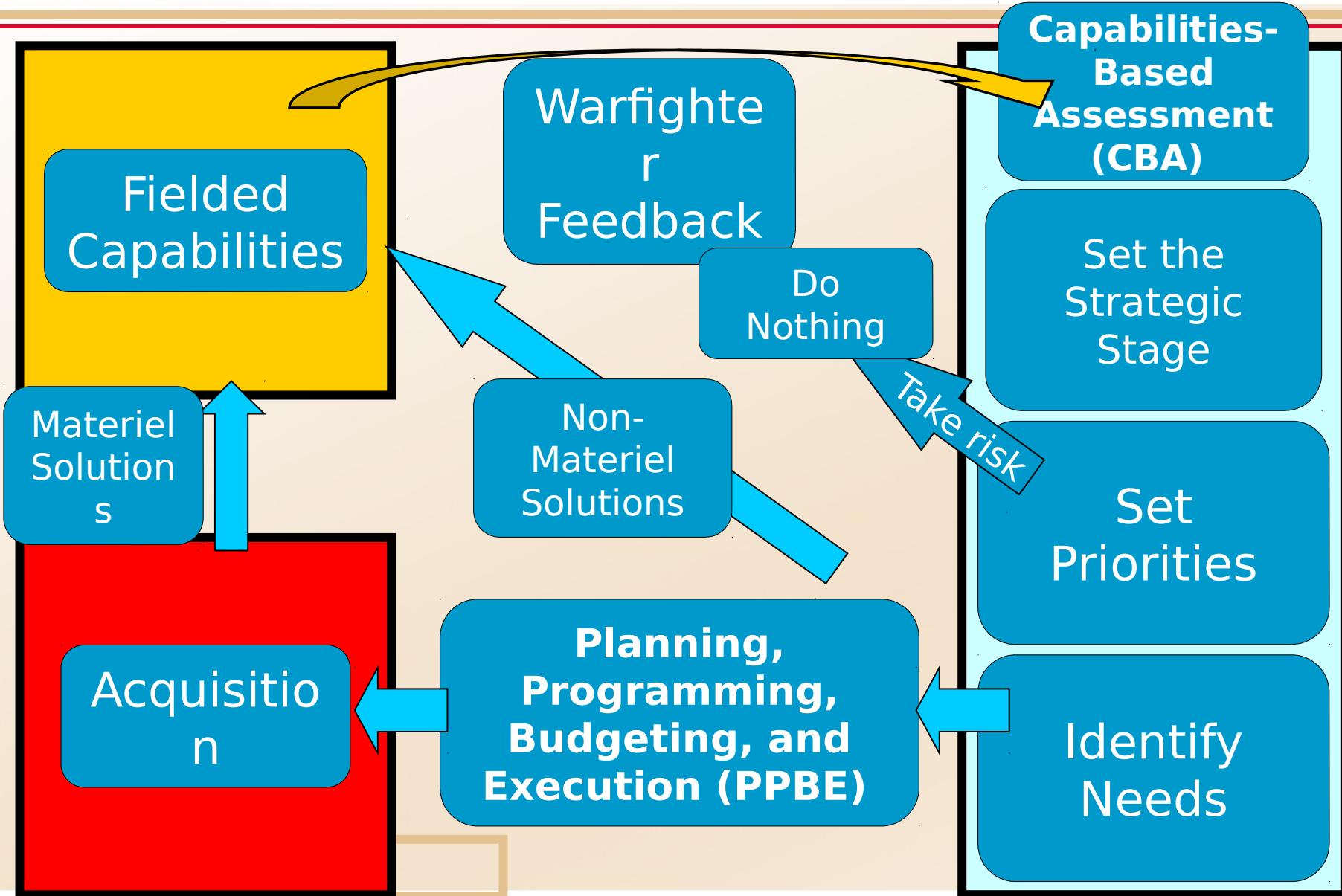
Reports/ Defense Acquisition Executive Summaries

### PPBE (OSD)

- Program Objective Memorandum/ Budget Estimate Submission
- Program and Budget Review
- Resource Management Decisions (RMDs)
- President's Budget

**Delivered Capability to the Joint Warfighter**

# Capabilities-Based Requirements

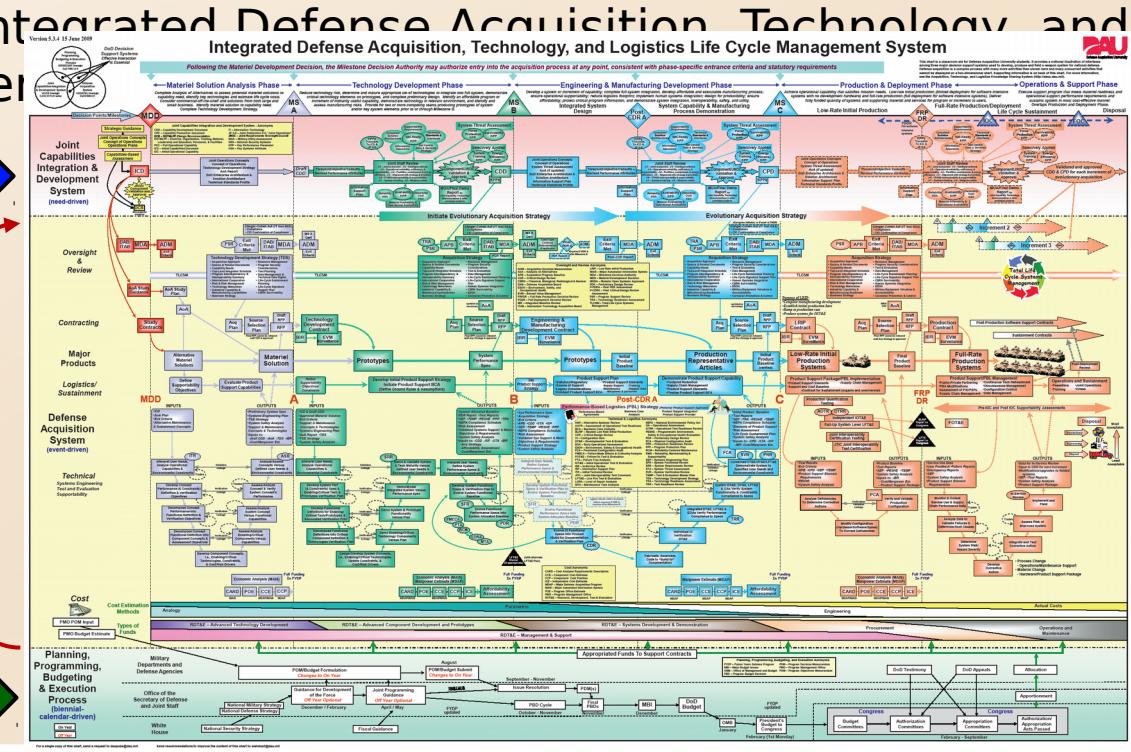


- A key supporting process for DoD acquisition and PPBE processes
  - That supports “the statutory responsibility of the JROC to validate joint warfighting requirements”
  - And supports the CJCS advising the Secretary of Defense in identifying, assessing and prioritizing joint military requirements
  - A Staffing method enabling the Joint Staff to ensure Sponsors' needs meet the Chairman's intent (Joint force needs)
- JCIDS is not... the entire “Integrated Defense Acquisition, Technology, and Logistics Life Cycle Management System

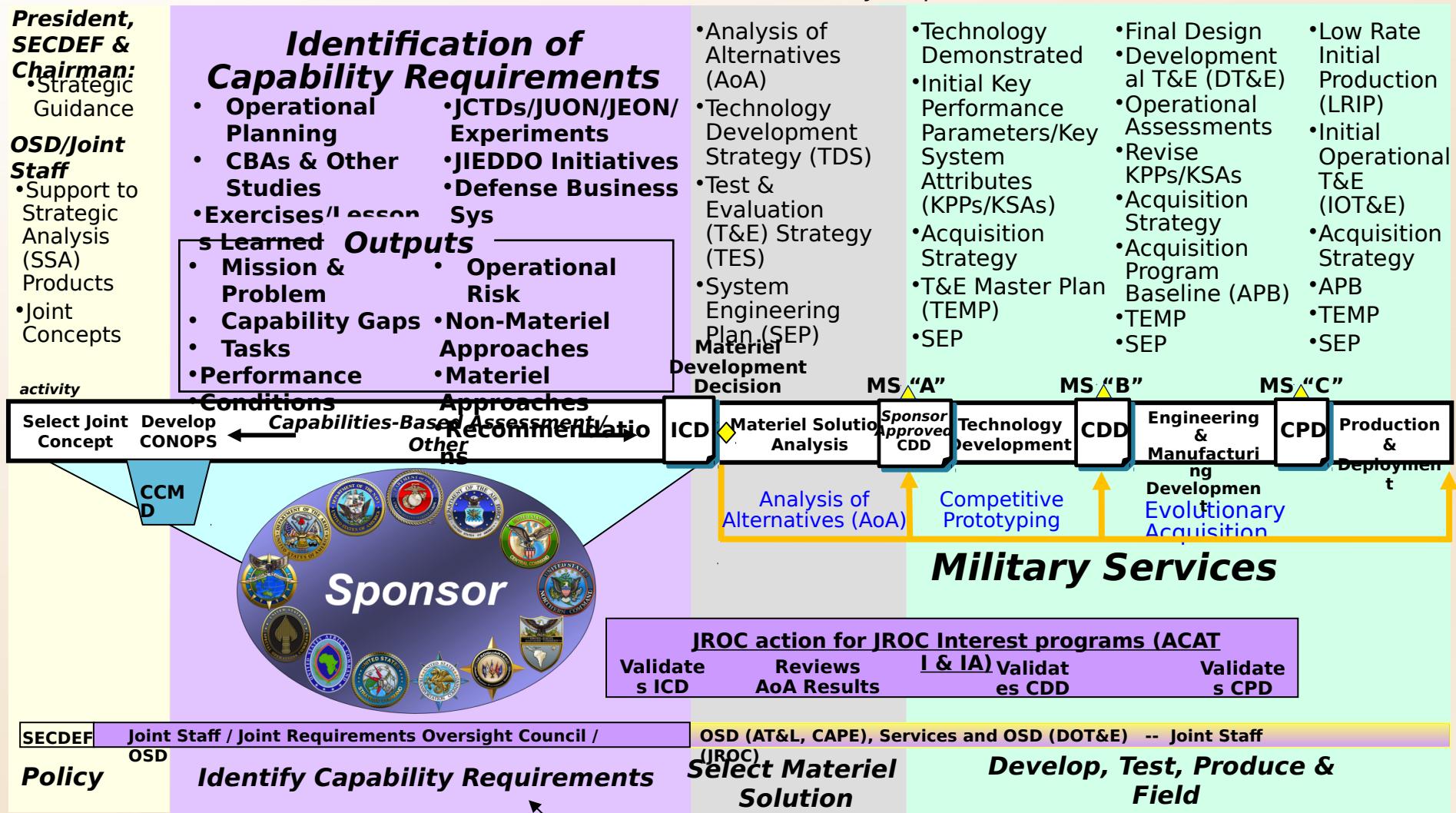
**“Requirements”  
(JCIDS)**

**Acquisition**

**PPB&E**



- key acquisition activities/documents -





# Approaches to Identifying Capability Requirements

- Operational Planning
- Capabilities-Based Assessments & Other Studies
- Exercises/Warfighting Lessons Learned
- Joint Capability Technology Demonstrations (JCTDs), Urgent Operational Need (UON) Solutions and Warfighting Experiments
- Joint Improvised Explosive Device Defeat Organization (JIEDDO) Initiatives
- Defense Business Systems Business Cases

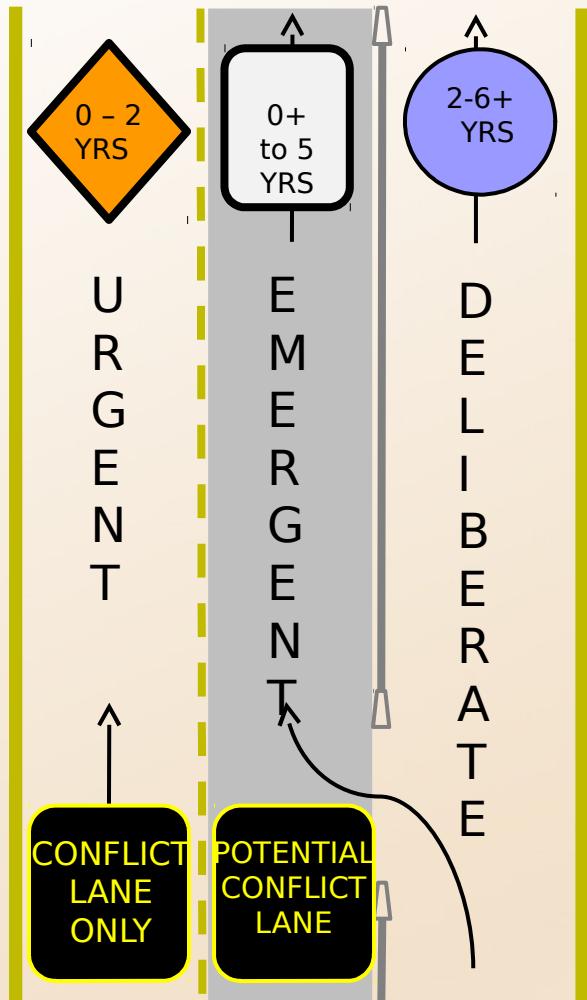


# Primary Outputs of Approaches to Identify Capability Requirements

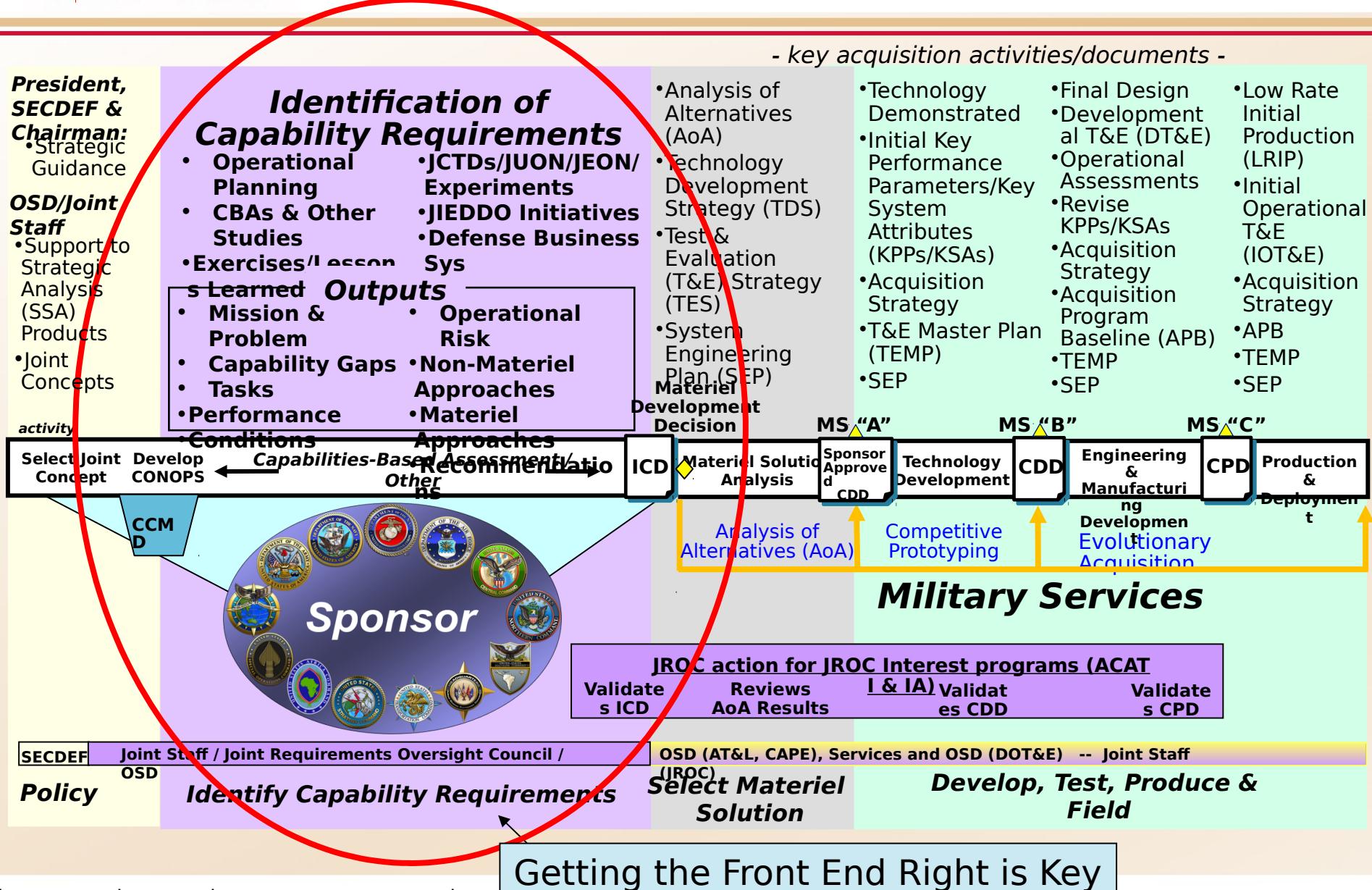
- Mission Description & Problem Being Assessed
- Identification & Assessment of Prior Studies
- Identification of Tasks Required to Meet Mission Objectives
- Identification of Capability Requirements Within One or More Joint Capability Areas (JCAs)
- Assessment of Capability Gaps
  - Between identified requirements and current or programmed force capabilities
- Operational Risks
- Possible Non-Materiel & Materiel Approaches to Close or Mitigate Gaps

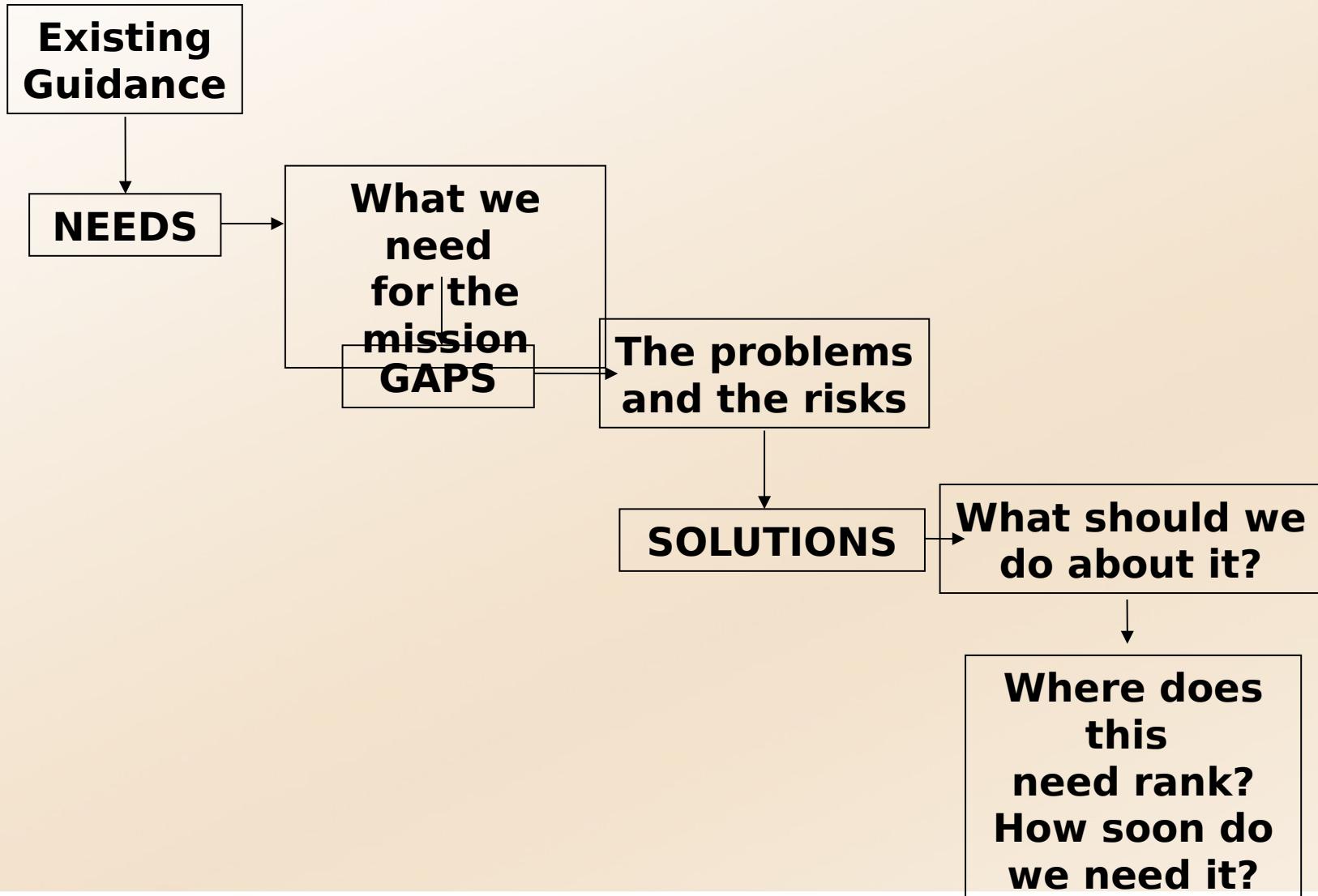
# Three Requirements “Lanes”

“Keep right, except to pass”



- **Deliberate Requirements**
  - Service, CCMD or Agency Driven
  - Traditional route for capabilities that require significant tech development and/or are not urgent or compelling in nature
- **Emergent Requirements**
  - CCMD Driven
  - Supports accelerated acquisition of capabilities needed for an anticipated or pending contingency operation
  - Vice Chairman, Joint Chiefs of Staff (VCJCS) verifies, Joint Capability Board or JROC validates
- **Urgent Requirements**
  - CCMD Driven
  - Urgent and compelling to prevent loss of life and/or mission failure during current operations





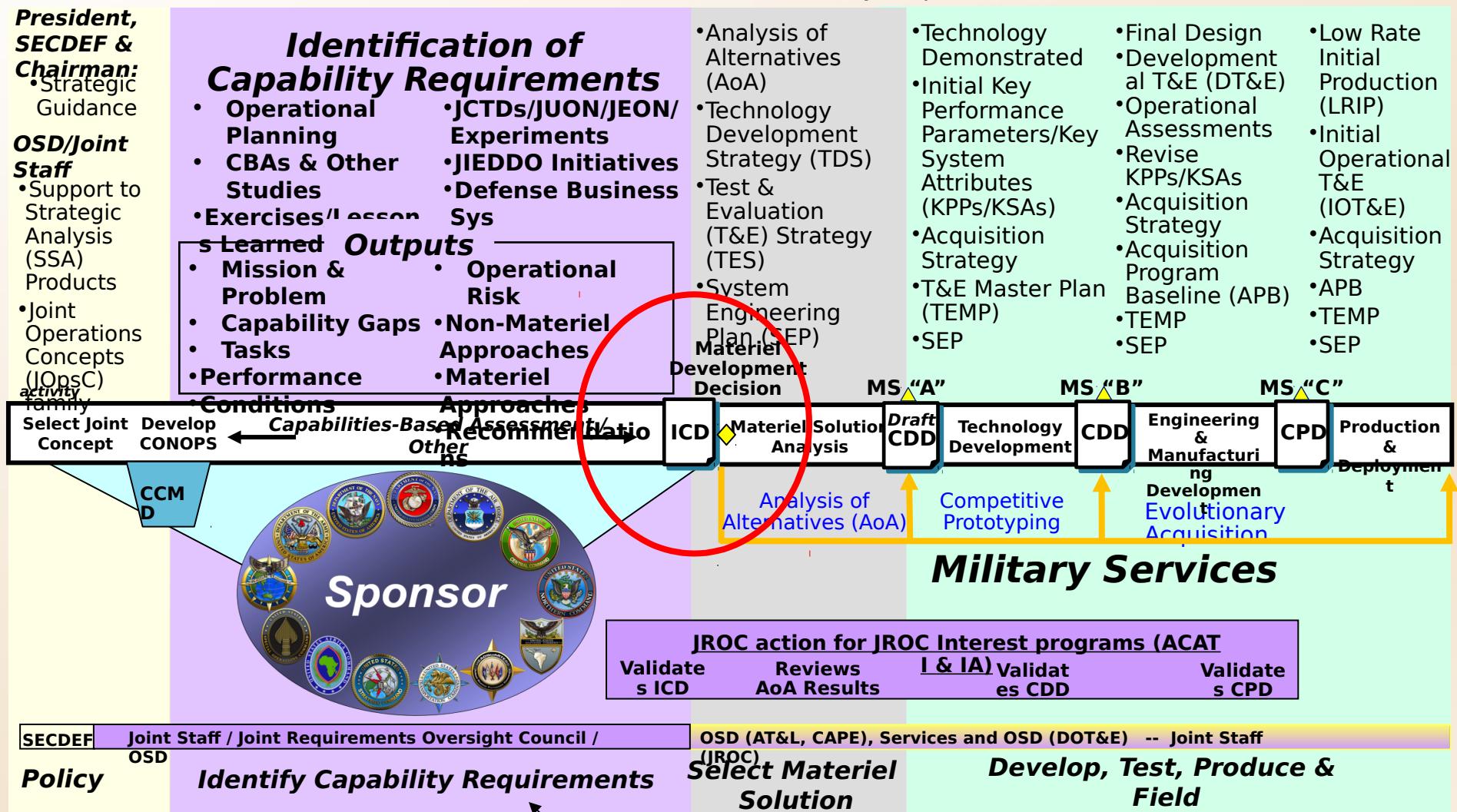
- CBA Documentation:
  - Initial Capabilities Document (ICD)
  - Joint DOTmLPF-P\* Change Recommendation (DCR)
- CBA Recommendations for Materiel Approaches:
  - Information systems or similar technologies
  - Evolution of existing systems with significant capability improvements
  - Transformational systems
- Managers Must Communicate to Avoid  
~~Disconnects Over Seams Between ICIDS Defense~~  
A A Joint DCR may be generated from a validated ICD, or may be generated without an associated ICD if non-materiel approaches appear to be the most viable solution

\*DOTmLPF-P = Doctrine, Organization, Training, materiel, Leadership and Education, Personnel, Facilities & Policy



- *Joint DCR*
  - When DoD Decides a Joint Non- Materiel Solution is appropriate
  - Non-Materiel Solutions
    - Change doctrine
    - Reorganize
    - Train and educate DOD personnel differently
    - Acquire commercial or non-developmental items
    - Acquire more quantities of existing items
    - Add or reassign personnel
    - Move or realign facilities
    - Change policy
- Page Limit: 30 Pages

- key acquisition activities/documents -



Getting the front end right is key



- Initial Capabilities Document (ICD)
  - Documents Capabilities-Based Assessment (CBA) Results
    - specifically Capability Gaps
  - Identifies relevant operational attributes
  - Documents recommendations for non-materiel solutions and/or materiel approaches (or a combination)
  - Supports a Materiel Development Decision (MDD) for materiel approaches
  - Predecessor for the Capabilities Development Document (CDD)
- Page Limit: 10 Pages



# ICD Operational Attributes

- Describes Capability Requirements with Appropriate Qualitative Parameters and Metrics
  - Outcomes, time, distance, effect, obstacles to be overcome, and supportability
- Guides the Analysis of Alternatives (AoA)
- With AoA results, Guides Development of Key Performance Parameters (KPPs) for Inclusion in Capabilities Development Document (CDD)



# Information System (IS) ICD

- IS ICDs Implement the “Information Technology (IT) Box” Model
- IS ICDs are Required When the Solution Requires Research and Development, and Acquisition of Applications with a Projected Software Development Cost of Over \$15 Million
- Not Used for Software Embedded as a Subset of a Capability Solution Developed IAW Other Validated JCIDS Documents
- IS ICD Applies to:

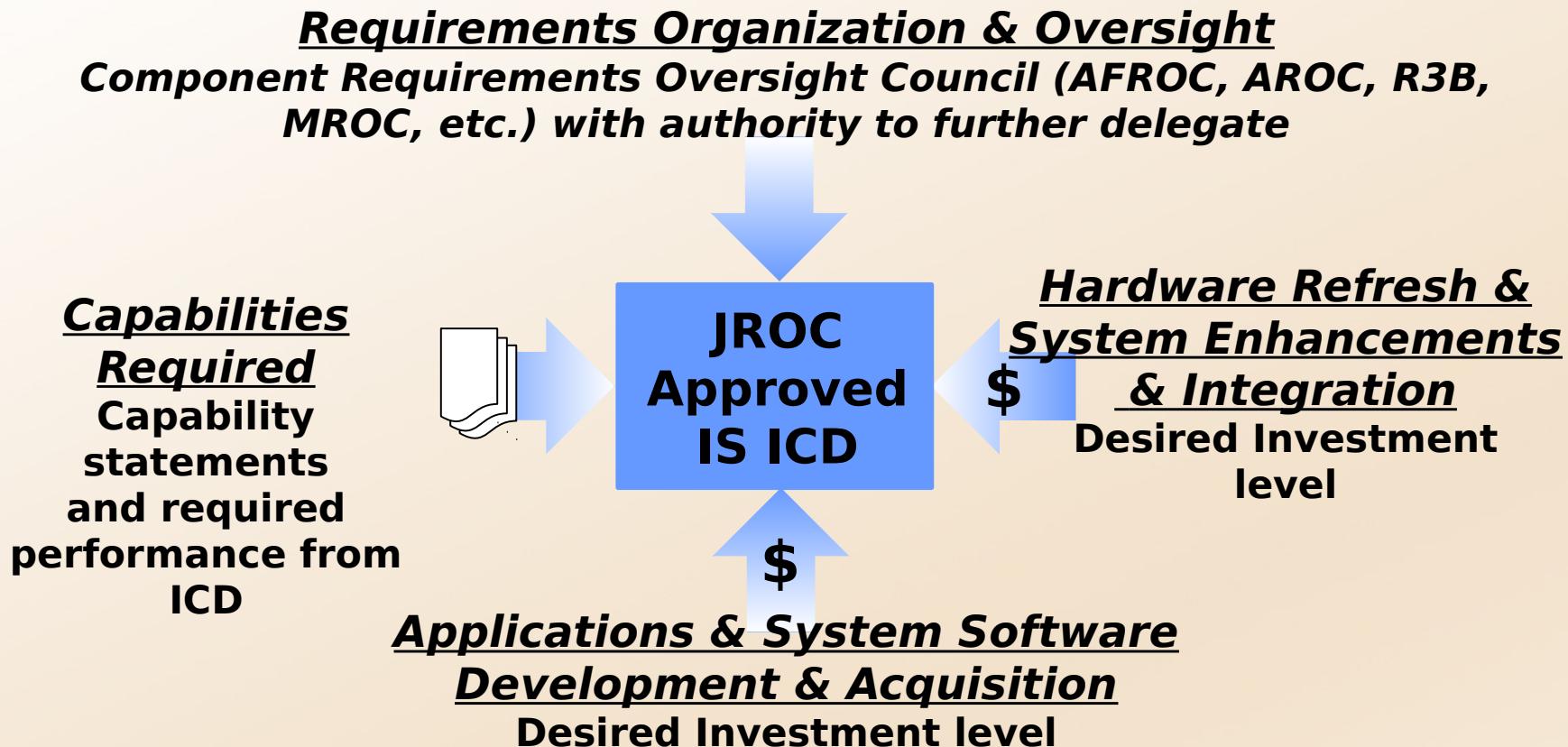
Commercial off the Shelf (COTS)/Government off the Shelf (GOTS) software, and associated hardware without modification

Commercial capability solutions with integrated, DoD-specific performance standards

Additional production or modification of previously developed U.S and/or Allied or interagency systems or equipment

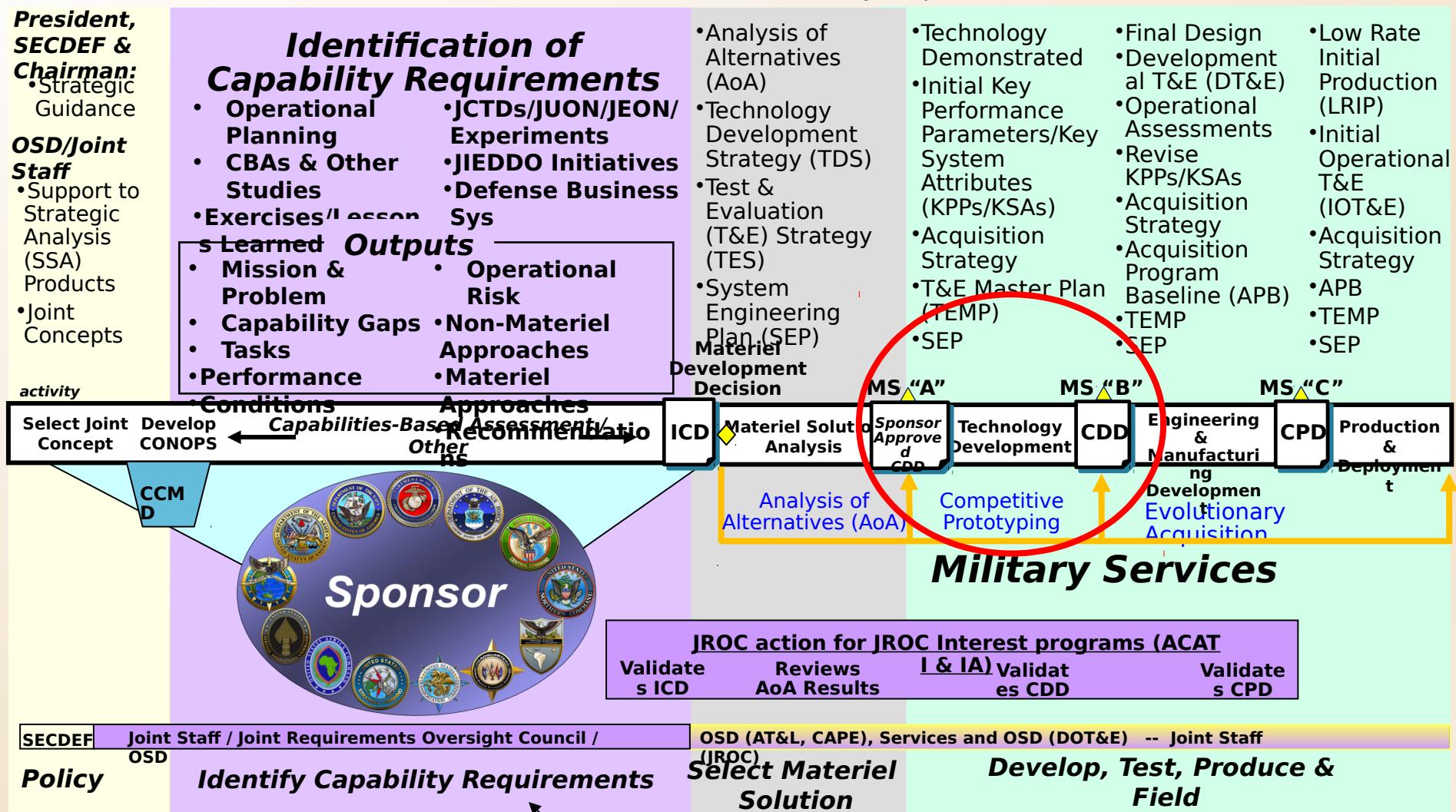
**Development, integration, and acquisition of customized**

“IT Box” model calls for fewer iterations of validating documents through the JCIDS process by describing the overall IS program in the IS ICD, and delegating validation of detailed follow-on requirement and solution oversight to a flag-level organization other than the JROC or JCB.



- Biannual status review by the Lead FCB
- No return to the JROC unless new core capabilities added to the ICD
- Return if expenditures exceed ROM estimate by 10% or failure to meet performance minimums
- CDDs and CPDs only required for MDAPs

- key acquisition activities/documents -





# Key JCIDS Development Documents

## CDD

- Capability Development Document (CDD)
  - Draft CDD (Sponsor Approved) Supports Milestone A and Technology Development Phase
  - Validated CDD Supports Pre-Engineering & Manufacturing Development (EMD) Review, Milestone B, and EMD Phase
  - Defines Performance Requirements to Achieve the Capability
    - Identifies KPPs, Key System Attributes (KSAs), and additional performance attributes
    - Attributes should be Authoritative, Measurable and Testable
  - Describes DOTmLPF-P Constraints associated with the solution
  - May describe multiple increments

CDD KPPs and Sustainment KSAs are inserted verbatim into the APB



# Key Performance Parameters (KPPs)

- Performance Attributes of a System
- Critical To Develop an Effective Military Capability
- KPPs Must be Measurable, Testable, and Quantifiable in a Practical and Timely Manner
  - Enable feedback from T&E; support decision making
- Mandatory KPPs
  - Force Protection, Survivability, Sustainment, Net Ready, Training, Energy
- Validated by the JROC for JROC Interest Documents
- Failure to Meet a KPP Brings the Military Utility of the System into question, and May Result in a Reevaluation of the Program, or Modification of Production Increments.



# Key System Attributes (KSAs)

- Attributes or Characteristics Considered Essential to Achieving a Balanced Solution
- Not Critical Enough to be Selected as a KPP
- Must be Measurable, Testable and Quantifiable
- Identified by the Sponsor; Should be Kept to a Minimum
- Sponsor Senior Leadership can Change a KSA



# Mandatory Key Performance Parameters (KPPs) & Key System Attributes (KSAs)

- Force Protection KPP (all manned systems)
- Survivability KPP (all manned systems; may be applicable to unmanned )
- Sustainment KPP (all ACAT I )
  - Materiel Availability
  - Operational Availability
- Supporting KSAs
  - Materiel Reliability
  - Operation & Support Costs
- Net Ready KPP (all IS & NSS)
- Training KPP (all ACAT I)
- Energy KPP (all where provisions of energy impact operational reach, or protection of energy infrastructure or energy resources is required)



- Applies to Manned Systems and Systems Designed to Enhance Personnel Survivability
- Force Protection Attributes:
  - Protect personnel by preventing or mitigating hostile actions
  - Emphasis is on protecting the system operator, rather than the system itself
  - Attributes that are offensive and primarily intended to defeat enemy forces are not considered force protection attributes
  - Protection against accidents, weather, natural environmental hazards or disease (except when related to a biological attack) are not force protection
- Protection FCB Assesses the Force Protection KPP for JROC and JCB Interest Programs
- If Not Used Must Explain Why Not in the



- Expected for All Manned Systems and May be used for Unmanned Systems
- Survivability Attributes Contribute to the Survivability of Manned or Unmanned Systems
- Joint Staff, J-3, and the Protection FCB Must Concur if Sponsor Decides Not to Use
- Examples:
  - Speed
  - Maneuverability
  - Armor
  - Electromagnetic Spectrum Control
  - Redundancy of Critical Subsystems
  - Protection from Chemical, Biological and Radiological Effects



# Sustainment KPP & KSAs

- Applies to All ACAT I Programs.
- ACAT II and Below Programs Include the Sustainment KPP or Sponsor Defined Sustainment Metrics
- Three Elements:
  - Availability KPP: Consists of Materiel Availability and Operational Availability
  - Reliability KSA
  - Operations & Support Cost KSA
- Joint Staff, J-4 and Deputy Assistant Secretary of Defense (Materiel Readiness) Review/Analyze



- Applies to all Information Systems (IS) and National Security Systems (NSS) Used in the:  
automated acquisition, Storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of DOD data or information regardless of classification or sensitivity
- Not Applicable to Systems That Do Not Communicate With External Systems
- C4/Cyber FCB Assesses the NR KPP, or Sponsor Justification of Why It Is Not Applicable, for JROC Interest, JCB Interest, or Joint Integration Programs, and Provides NR KPP Certification In Accordance With CJCSI 6212.01.



# Net-Ready KPP, continued

- Net-Ready KPP Consists of Three Attributes:
  - Supports Military Operations
  - Is Entered and Managed on the Network, and
  - Effectively Exchanges Information
- Three-Step Development Process
  - Step 1. Mission Analysis – Determines Attribute Details for “Supports Military Operations”
  - Step 2. Information Analysis – Determines Attribute Details for “Entered & Managed on the Network” and “Effectively Exchanges Information”
  - Step 3. Systems Engineering & Architecture – Supports all 3 attributes



# Net-Ready KPP Exam

## Attribute 1. Supports Military Operations

NR-KPP Attribute	Key Performance Parameter	Threshold	Objective
Support to military operations	Mission: Tracking and locating (Finding, Fixing, Finishing) High-Value Target (HVT) Measure: Timely, actionable dissemination of acquisition data for HVT Conditions: Targeting quality data to the neutralizing/ tracking entity	10 minutes  Area denial of HVT activities	Near-real-time  HVT tracked, neutralized
	Mission Activities: Find HVT Measure: Location	100 meter circle	25 meter circle



# Net-Ready KPP Exam

## Attribute 2. Enter and Managed on the Net

NR-KPP Attribute	Key Performance Parameter	Threshold	Objective
Enter and be managed in the network	Network: SIPRNET Measure: Time to connect to an operational network from power up Conditions: Network connectivity	2 minutes	1 minute
	Network: NIPRNET Measure: Time to connect to an operational network from power up Conditions: Network connectivity	99.8	99.9



# Net-Ready KPP Example

## Attribute 3. Exchange Information

NR-KPP Attribute	Key Performance Parameter	Threshold	Objective
Exchange information	Information Element: Target Data  Measure: Dissemination of HVT biographic and physical data  Measure: Receipt of HVT data  Measure: Latency of data  Measure: Strength of encryption  Conditions: Tactical/Geopolitical	10 seconds  Line of Sight (LOS)  5 seconds  NSA certified type 1  Permissive environment	5 seconds  Beyond LOS  2 seconds  NSA certified type 1  Non-permissive environment

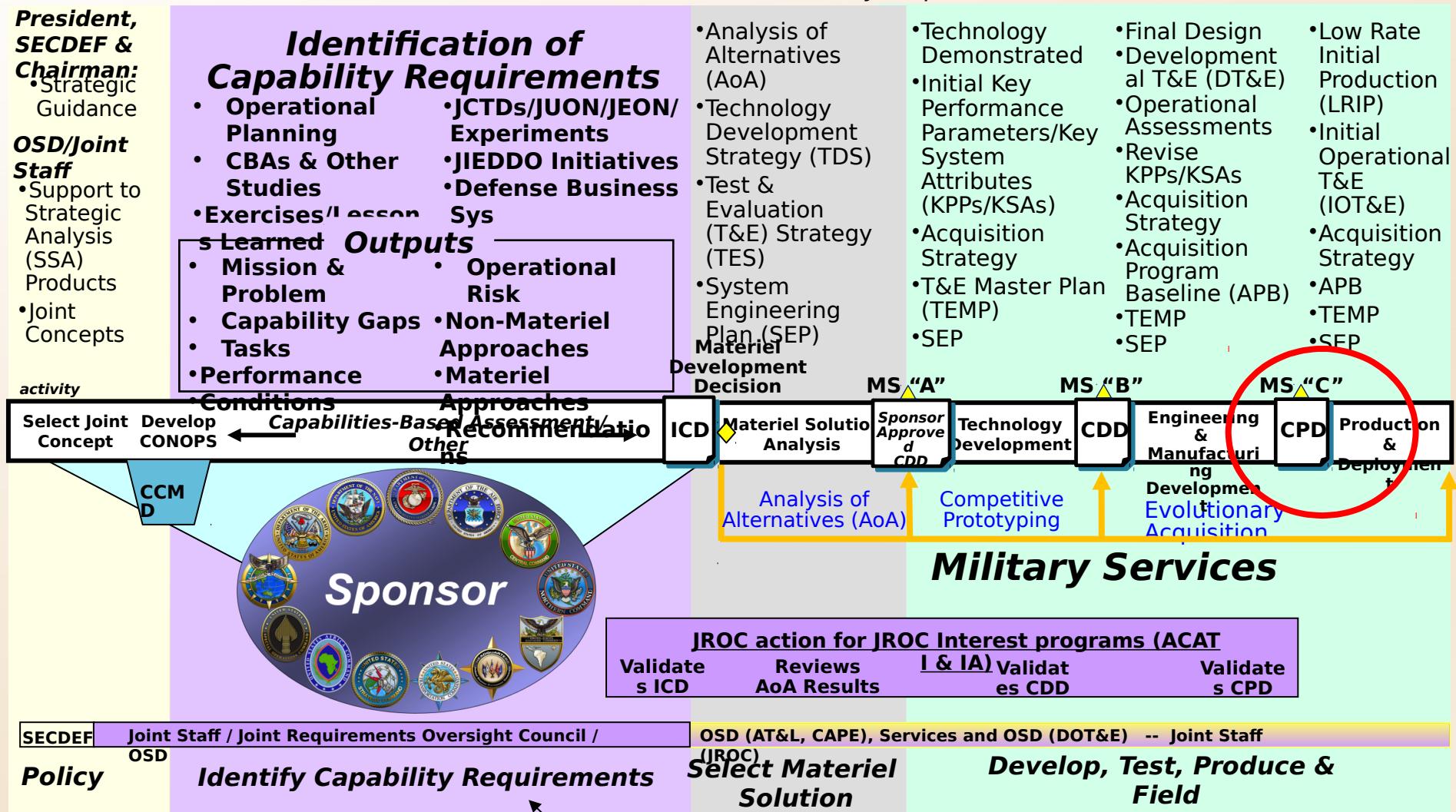


- Applies to All ACAT I Programs
- Attributes Include (among others): Proficiency Level; Time to Train; Training Retention and Associated Metrics
- Intent is to Ensure that Training Requirements are Properly Addressed from the Beginning of the Acquisition Process and Throughout the Program's Acquisition Life-Cycle.
- J-7, in Coordination with USD(Personnel & Readiness), Assesses the Training KPP, or Sponsor Justification of Why the Training KPP is Not Applicable, for JROC or JCB Interest Programs



- Applies to Systems Where the Provision of Energy, Including Fuel and Electric Power, Impacts Operational Reach, or Requires Protection of Energy Infrastructure or Energy Resources in the Logistics Supply Chain
- May be Expressed as Units of Energy Used per Period of Time (e.g. gallons per hour), or as Number of Refuelings Required (e.g. tankings per hour).
- Logistics FCB, in Coordination With Joint Staff J-4 / Engineering Division (J-4/ED) and With Advice From the Defense Energy Board as Appropriate, Assesses the Energy KPP, or Sponsor Justification of Why the Energy KPP is Not Applicable, for JROC or JCB Interest Programs

- key acquisition activities/documents -



Getting the front end right is key



# Key JCIDS Development Documents

## CPD

- Capability Production Document (CPD) (MS C)
  - Supports Production and Development of one increment
  - Documents Authoritative, Testable Capabilities
  - Support Production, Testing, and Deployment
    - May describe Incremental Production and Deployment
  - No New Requirements
  - Must meet Operational Performance Attributes
- Page Limit: 40 Pages

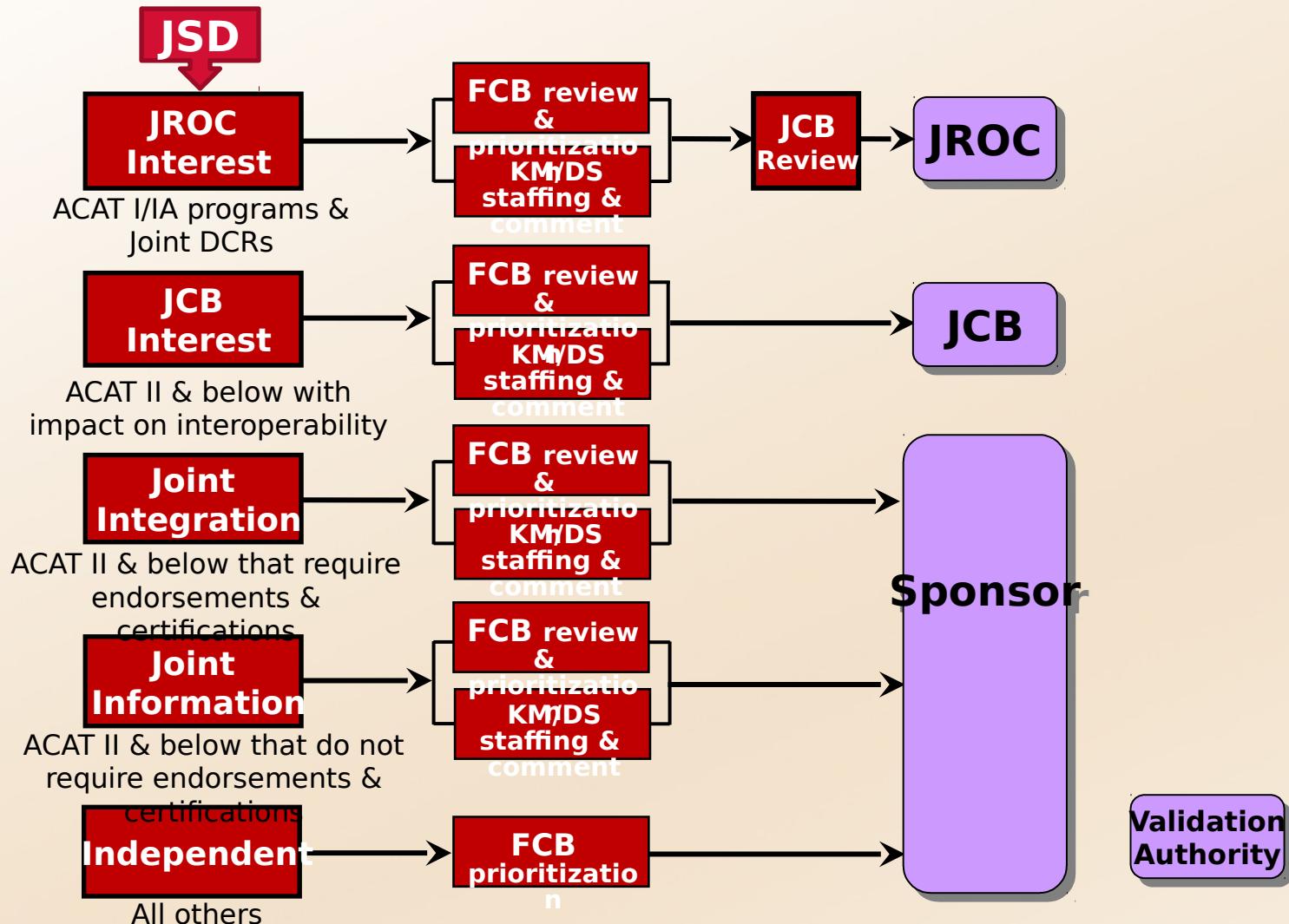
CPD KPPs and Sustainment KSAs are inserted verbatim  
into the APB

# Differences Between the CDD and the CPD

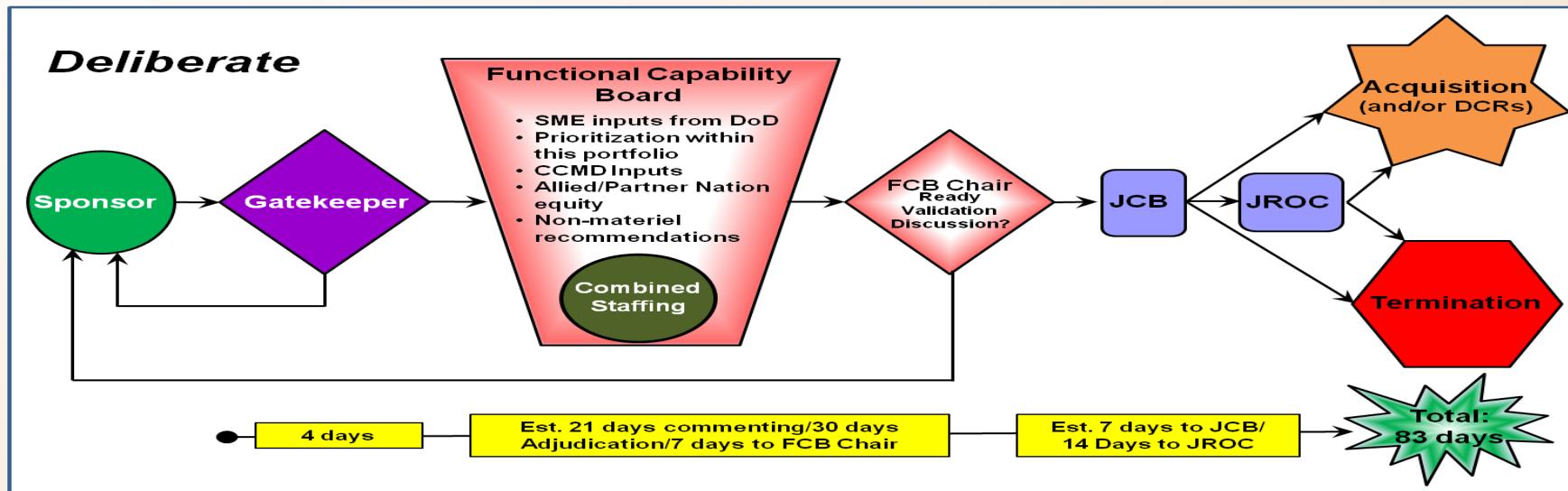
<b>CDD</b>	<b>CPD</b>
Focus on Design & Development	Focus on Production
All Increments	A Specific Increment
Production Representative Articles measured against KPPs/KSAs	Low-Rate Initial Production articles measured against refined KPPs/KSAs



- J-8, Deputy Director for Requirements (DDR) is the Gatekeeper
- The Gatekeeper:
  - Performs an initial review of all JCIDS proposals
  - Gatekeeper determines:
    - Joint Staffing Designator (JSD)
      - JROC Interest
      - JCB Interest
      - Joint Integration
      - Joint Information
      - Independent
    - Lead and supporting Functional Capability Boards



**Gatekeeper** Makes Joint Staffing Designator (JSD) Decision After Sponsor Posts Document to the Knowledge Management/ Decision Support (KM/DS) Tool

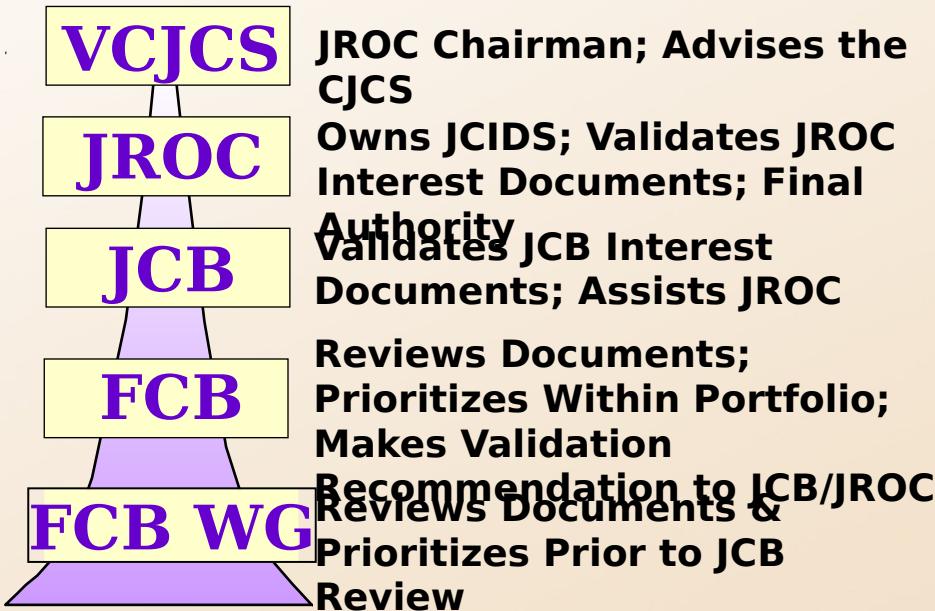


- Begins when Gatekeeper receives new document via KM/DS
- Gatekeeper determines JSD and assigns to lead and supporting FCBs
- FCB staffing runs concurrently with stakeholder review and comment via KM/DS (comments are signed out at GO/Flag/SES level)
- Sponsor adjudicates comments – for JROC and JCB Interest documents must be to satisfaction of FCB Chair
- FCB Chair recommends validation/no validation to JCB/JROC
- Validated documents are posted to KM/DS

# JROC Decision Chain



## ROC DECISION CHAIN



**JROC:** Joint Requirements Oversight Council  
**JCB:** Joint Capability Board  
**FCB:** Functional Capability Board  
**FCB WG:** Functional Capability Board Working Group

## JROC MEMBERSHIP

**Chair: VCJCS**

**Council Members:**

- Vice Chief of Staff, Army
- Vice Chief of Naval Operations
- Vice Chief of Staff, Air Force
- Assistant Commandant of the Marine Corps
- **Combatant Commands\***

(Commander or Deputy Commander)  
 \*Unless otherwise directed to participate by the JROC Chairman, CCMD representatives are highly encouraged to participate as voting members when matters related to the area of responsibility or functions of that command will be under consideration by the JROC. USD(AT&L), Dir, CAPE, 43 USD(Comptroller), DOT&E, and USD(Policy) attend as JROC advisors

# Joint Capabilities Board (JCB)

- Provides Review and Endorsement of Documents and Adjudication of Lower Level Issues Prior to JROC Validation
- Reviews/Adjusts Joint Prioritization From the Functional Capability Boards (FCBs)
- Validates JCIDS Documents with a Joint Staffing Designation (JSD) of “JCB Interest”
- JCB Chair: Director, J-8
- JCB Membership: General/Flag Officers, or civilian equivalent, from the Military Services and Combatant Commands

USSOCOM has delegated validation authority for Special Operation Peculiar JCIDS documents at the level of JCB Interest and below.

- Provides Review and Endorsement of Documents and Adjudication of Lower Level Issues Within Their Portfolio Prior to JCB Review
- Review/Adjusts Joint Prioritization Established by the FCB Working Groups
- Aligned with Joint Capability Areas (JCAs)
- FCB Chair: General/Flag Officer, or Civilian Equivalent
- FCB Lead: Military Officer, O-6, or Civilian Equivalent
- FCB Membership: Representatives in Military Grade of O-6, or Civilian Equivalent, from Joint Service Components, COMDPACOM, and other Defense Agencies



# Functional Capability Boards & Sponsoring Organizations

## C4/Cyber

BGen  
Weggeman  
JS J-6

## Battlespace Awareness

Mr. Gareau  
JS J-2

## Logistics

Mr. Hawkins  
JS J-4

## Force Support

BGen  
O'Donohue  
JS J-8

## Protection

BG Polakowski  
JS J-8

## Force Application

BGen  
O'Donohue  
JS J-8

FCB Leads as  
of 19 Sep  
2012

## Additional JCAs:

- Building Partnerships
- Corporate Management
- & Support

## FCB Membership: (O-6 level)

Services

DOD CIO

OSD(Comptroller)

Combatant Command Reps

D/CAPE

OSD (AT&L)

DIA Rep (Threat)

OSD (I)

ODNI/IRB

USecAF (Space)

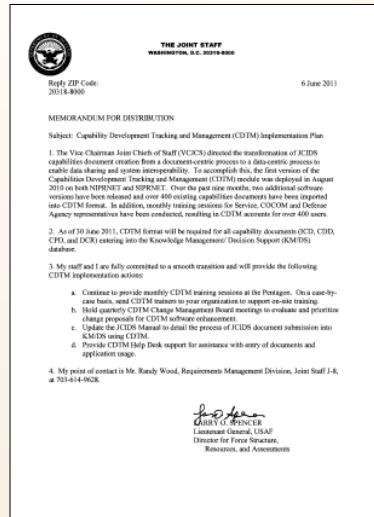
Other DoD Agencies as necessary

# Functional Capability Board Working Groups (WGs)

- Provide Initial Review and Assessment of Documents Prior to Review by the FCB
- Establish Joint Prioritization of Capability Requirements Within Their Portfolios
- Established by the FCB Chair
- FCB WG Lead: Military Officer, O-6, or Civilian Equivalent
- FCB WG Membership: Military, civilian, or contractor support Subject Matter Experts from Joint Staff, Services, Combatant Commands, and other Organizations With Equity in the FCB's Portfolio.



# Capability Development Tracking and Management (CDTM)



- IT system that transforms JCIDS capability tracking from document-centric to **data-centric** process
  - Developed and deployed on NIPRNet and SIPRNet
  - SIPRNet is “authoritative source” and integrated with KM/DS

**Capability Development Tracking and Management**

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Document # 1110721461 - v. 1.01

**ICD Wizard - General Information**

Initial Capability Document Title <input type="text" value="Cryptographic Capabilities Modernization"/>	?
Document Short Name or Acronym <input type="text" value="Crypto Modernization"/>	?
Validation Authority <input type="text" value="JROC"/>	?
Joint Potential Designator <input type="text" value="JROC Interest"/>	?
Prepared for <input type="text" value="Material Development Decision"/>	<input checked="" type="checkbox"/> Material Development Decision ?
Milestone Decision Authority <input type="text" value="ARMY"/>	?
Predecessor Document Title <input type="text" value=""/>	Predecessor Documents No records found or no records to display.
Predecessor Document Type <input type="text" value="JOpsC Document"/>	

Add Predecessor Document

Add Acronym Add Reference Add Attachment

General POC ▶

Quick Guide

General Information - Enter the metadata for this Initial Capability Document (ICD) that will identify the document and the review/approval components for the capability. This data will show on the cover page of the printed ICD.

- Capability gap traceability
- Process metrics
- Ease of use enhancements
  - Improved search capability
  - Improved document creation
  - Input standardization



# CDTM Wizard and Automated Document Creation

*Capability Development Tracking and Management* 2100110101

Home My CDTM ▾ New ▾ Search Resources ▾ Document Keeper ▾ Admin ▾

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## ICD Wizard - General Information

Initial Capability Document Title  
U Cryptographic Capabilities Modernization

Document Short Name or Acronym  
Crypto Modernization

Validation Authority  
JROC

Joint Potential Designator  
JROC Interest

Prepared for  
Materiel Development Decision  Materiel Development Decision

Milestone Decision Authority  
ARMY

Predecessor Document Title

Predecessor Document Type  
JOpsC Document

Add Predecessor Document

Add Acronym Add Reference Add Attachment

Approval Authority  
JROC

Sponsoring Agency  
Army

Predecessor Documents  
No records found or no records to disp

Quick Guide  
General Information - Enter the metadata for this Initial Capability Document (ICD) that will identify

Unclassified

Initial Capabilities Document  
For  
**(U) [Cryptographic Capabilities Modernization]**

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Validation Authority: JROC  
Approval Authority: JROC  
Milestone Decision Authority: ARMY  
Designation: JROC Interest

Prepared for: Material Development Decision

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# Summary of the Deliberate JCIDS Process

- Materiel Solutions
  - Initial Capabilities Document (ICD)
  - Capability Development Document (CDD)
  - Capability Production Document (CPD)
- Non-Materiel Solutions – Joint DOTmLPF-P Change Recommendation (DCR)
- Operational Requirements Development is a Team Effort; All Stakeholders Should be Involved; Involve the User in Technical Requirements Development
- Implementing Major Changes to Improve the Process...
  - New CJCSI 3170.01H (JCIDS) and CJCSI 5123.01F (JROC Charter) dated 10 Jan 12; JCIDS Manual dated 19 Jan (J-8 errata dated 20 Sep 2012)



# Rapid Response



# Rapid Response Situations

- Urgent and Compelling Needs During Crisis and Conflict, or Anticipated or Pending Contingency Operation
- Each Service has Policies and Procedures, but ...
- Service-Unique Approaches do not Address Theater-Wide Joint Urgent and Emergent Operational Needs
- Requirements Managers Need to Stay Engaged in the Process



# Joint Urgent & Emergent Operational Needs

- The Joint Rapid Response Lanes are the Joint Urgent Operational Needs (JUON) and Joint Emergent Operational Needs (JEON)
- JUON/JEON Validation and Resourcing Involves
  - The Gatekeeper (J8 Deputy Director for Requirements (DDR)) Validates JUONs
  - JCB/JROC validates JEONs as determined by VCJCS
  - The Joint Rapid Acquisition Cell (JRAC)
  - Functional Capabilities Boards (FCBs)
  - Working Groups
  - The Military Services, Defense Agencies, Intelligence, Surveillance, Reconnaissance Task Force and Joint Improvised Explosive Device Defeat Organization (JIEDDO)

- **Urgent Operational Need (UON):**
  - Capability requirements identified by a DOD Component as impacting an ongoing or anticipated contingency operation. If left unfulfilled, UONs result in capability gaps potentially resulting in loss of life or critical mission failure. DoD Components, in their own terminology, may use a different name for a UON.
- **Joint Urgent Operational Need (JUON):**
  - UONs that are identified by a Combatant Command as inherently joint and impacting an ongoing contingency operation.
- **Joint Emergent Operational Need (JEON):**
  - UONs that are identified by a Combatant Command as inherently joint and impacting an anticipated or pending contingency operation.



# Urgent Situations

- Urgent Situations
  - Ongoing conflict or crisis
  - Unforeseen military requirements
  - Must resolve as soon as possible
- These Situations Must Result in:
  - Direct enemy-action related loss of life and/or
  - Critical mission failure
- Staffing goal: 15 days

- Emergent Situation
- Supports Accelerated Acquisition of Capabilities Needed for an Anticipated or Pending Contingency Operation
  - Variation of the JUONs process
  - Driven by “pending” or “imminent” operations and require capability in short timeframes to avoid loss of life and/or mission failure when operations commence
  - Verification by VCJCS is required prior to staffing as an emergent candidate
    - JCB or JROC is validation body as determined by VCJCS
    - Staffing goal: 31 days



# Who Initiates an Urgent/Emergent Need?

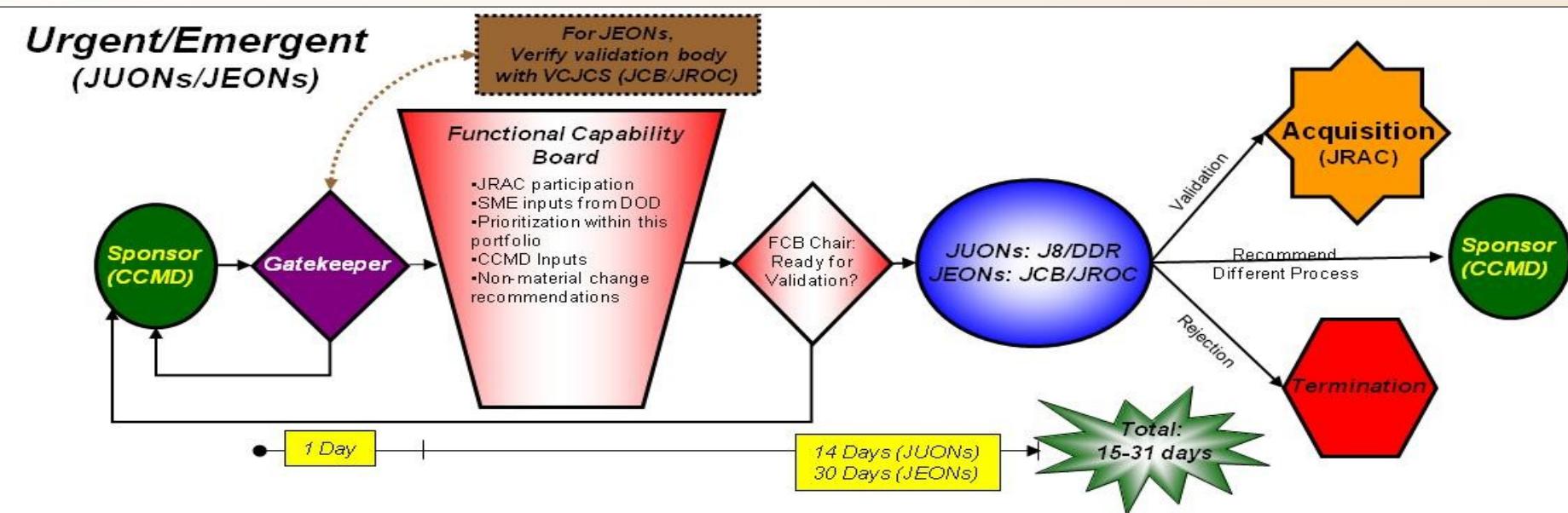
- Urgent/Emergent Needs are Submitted by a Combatant Command
- The Need May Originate from:
  - A Joint Force Commander
  - A Service Component Commander
  - A commander's delegated representative
- Services Must Validate Service-Unique Urgent/Emergent Need
- JUONs/JEONs are Validated by the Joint Staff DDR or JCB/JROC



# The Sponsor

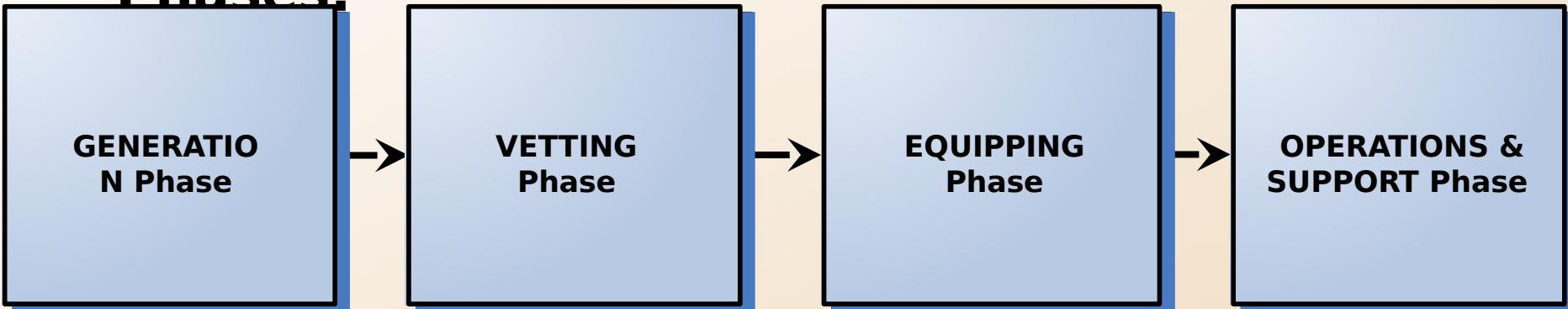
- Component (Service or Agency) Recommended by the Gatekeeper and Named by the JRAC
- The Sponsor Develops an Initial Course of Action for JRAC Review
  - Implementation Recommendation
  - Funding Strategy Recommendation
- The Sponsor Manages the Approved JUON / JEON Effort

Components will use all available authorities to fund, develop, assess, produce, deploy, operate, and sustain urgent operational need (UON) capabilities expeditiously (DoDD 5000.71)



- Staffing begins when Gatekeeper receives the document
- Gatekeeper has 1 day to review and assign to Lead FCB
- JEONs confirmed by Gatekeeper with VCJCS; VCJCS assigns JCB or JROC as validation authority
- Lead FCB & Joint Rapid Acquisition Cell (JRAC) assess validity of JUON/JEON and identify potential solutions (if possible – ultimate solution will be determined post-validation)
- FCB Chair & JRAC make recommendation for or against validation
- Validation is communicated to JRAC, who assigns a solution sponsor to rapidly fund, develop, and field a solution

## The JUON / JEON Process Consists of Four Phases:



- Force Commander Identifies Urgent /Emergent Need
- CCMD Staff determines the most suitable process
- CCMD Chief of Staff certifies and submits to Joint Staff (J-8 Gatekeeper)

- J-8 Gatekeeper Receives and verifies that JUON / JEON meets submission criteria
- Joint staff reviews and validates JUON (Gatekeeper) or JEON (JCB or JROC)
- JRAC determines a resourcing Strategy and assigns Sponsor
- Solutions may be identified during FCB/JCB/JROC review; or after assignment to sponsor

- Sponsor creates a Simplified Acquisition Plan
- Sponsor procures and delivers solution to the Warfighter
- Sponsor provides progress reports on performance, cost, and schedule
- Sponsor submits an assessment of operational utility within **90 days of fielding**

- Sponsor sustains solution and monitors performance for twenty- four months
- Sponsor, CCMD, and FCB prepare Capability Review to address final disposition of fielded system

The Warfighter Senior Integration Group (SIG) is the Oversight Body for DoD Urgent Needs

See DoDD 5000.71, 24 Aug 2012

# Challenge of Rapid Acquisition



A

- ★ Future Focused
- ★ Very Structured Process
- ★ Evolved Requirements
- ★ Analysis of Alternatives
- ★ Lengthy Development
- ★ High Visibility on Program
- ★ Large Investment

## Deliberate

immediate

DDU

- Now-focused
- More ad hoc process
- Broad requirement
- Quick assessment of alternatives
- Limited development
- High visibility on results
- Limited investment
- Very Limited Feedback
- May Transition to Program of Record (POR)





# Rapid Response Summary

- An Urgent / Emergent Situation that Results in
  - Loss of life and/or
  - Critical mission failure
- Each Service has Its Own Approach to Urgent Needs
- JUONs / JEONs are Part of the Requirements Determination Process
- Requirements Managers Need to be Involved with Follow-On Activities



- Waivers can be used for:
  - Request to submit a CDD without an ICD (ICD waiver is not required to submit a Joint DCR without a preceding ICD)
  - Request to submit a CPD without a preceding ICD and/or CDD
  - ICD and/or CDDs may be waived in cases where it is best to proceed directly to MS B or C (GOTS/COTS solutions, transitioning UONS/JUONS, successful JCTDs, etc..)
  - Tripwire relief – when a sponsor does not believe a tripwire review is necessary.
- J-8/DDR is the approval authority for:
  - ICD, CDD and tripwire waiver requests
  - Deviations from processes described in the JCIDS Manual



# Guiding Principles

- **Know the requirements** - the requirements/acquisition community should not only clearly understand the requirements, but should be actively engaged with the user in establishing realistic and achievable requirements within budget constraints.
- **Question the requirements** - if a requirement doesn't make sense, question it - the answer may be surprising.
- **Are the requirements realistic** - is it physically possible to meet the requirement? Can it be tested? Is an 80% solution adequate and field the remaining 20% when technology is mature enough?
- **Beware of derived requirements** - an engineer's "derived" technical requirement can take on a life of its own; keep focused on the user's operational requirements.
- **Tech Reviews** - JCIDS sponsor/user should attend PDR and CDR to answer questions on operational requirements.
- **Configuration Steering Boards (CSBs)** - PM has the authority to recommend descoping options and to object to new requirements after MS B, unless approved by the CSB. Must be



# Requirements Challenges

- Gaming the System by Specifying the Solution too Early
- Incomplete or Rushed Analysis
- Vague/Poorly Written Requirements
- Good Briefings Based on Poor Documents
- Confusing Requirements with Specifications
- Not Following Up on Results of DAS Reviews and T&E results
- Requirements Creep (Operational & Technical)
- Misusing the Urgent/Emergent Requirements Determination Processes
- Cost and Schedule Estimates Based on Incomplete